

CHAPTER 3

Command and Control

<i>CONTENTS</i>	<i>PAGE</i>
PRINCIPLES	3-1
ORGANIZATIONAL RELATIONSHIPS	3-1
PROCESS	3-4
FACILITIES	3-5

PRINCIPLES

The ASB uses command and control (C2) to accomplish its mission. Command is the leading of soldiers to accomplish the mission. Control is the management of available resources to maximize unit effectiveness. Command and control involves management of personnel, equipment, facilities, and information. It also involves planning, issuing clear orders, and supervising the execution of orders.

The complexity of missions and the dynamics of today's battlefield require flexibility, creativity, and initiative in all leaders. At all levels of command it is incumbent on the commander to provide the resources and authority necessary to accomplish the mission. Commanders must communicate well and be decisive. They must also understand doctrine and their organizations. They must know when and in what circumstances they have the authority to act.

Commanders and leaders in the ASB must—

- Understand their responsibilities.
- Be familiar with the responsibilities and capabilities of higher, lower, and supporting units.
- Maintain contact with higher, lower, adjacent, supported, and supporting units.
- Use effective oral and written communications.
- Understand the information systems related to CSS.
- Use radio and data transmission nets effectively.
- Be able to execute a well-rehearsed plan for command succession.
- Stay personally involved in and apprised of the CSS and tactical situations.
- Keep the aviation brigade commander informed.
- Know the laws of land warfare as they apply to civilians, civil affairs, and civil-military operations.
- Take care of their soldiers.

ORGANIZATIONAL RELATIONSHIPS

To perform its C2 functions, the ASB must establish and maintain relationships with higher, lateral, supported, and subordinate units.

ASB AND DISCOM HEADQUARTERS

While the ASB supports the divisional aviation brigade, it remains under the command of the DISCOM commander. Requests for support beyond the ASB's

capability flow to the DISCOM staff and MMC. This ensures that logistics and health services needs are staffed with the DISCOM S2/S3, DISCOM medical operations center, and the DMMC. The ASB keeps the DISCOM aware of the operational status of the AB and all anticipated support requirements. The DISCOM commander has authority to cross-level assets among the MSB, the FSBs, and the ASB. Figure 3-1 shows the ASB/DISCOM relationship.

ASB AND DMMC

The DMMC provides supply and maintenance management for the ASB. The DMMC manages all classes of supply except Classes VI, VIII, and X, and classified maps. It develops and manages the authorized stockage lists. It maintains division property book and Army equipment status reporting data. The DMMC also specifies where the ASB will physically locate the items and amounts of Class I, III, IV, and

IX materiel. It provides instructions for turn-in of excess items and for evacuation of items that cannot be quickly repaired by the ASB ground or aviation maintenance companies. The technical relationship between the ASB companies and the DMMC is shown in Figure 3-2.

The MSB provides designated DS supply support, DS ground maintenance, motor transport support, some field service functions, and health service support for ASB. The supply and ground maintenance companies of the ASB maintain technical relationships with their related companies in the MSB. These technical relationships simplify technical training and operations. When the ASB needs reinforcing support from the MSB or an FSB, the ASB support operations officer coordinates with the DISCOM support operations officer. For health service support, the aviation brigade S1 works directly with the MSB medical company. Figure 3-1 shows the relationship between the ASB and FSB or MSB.

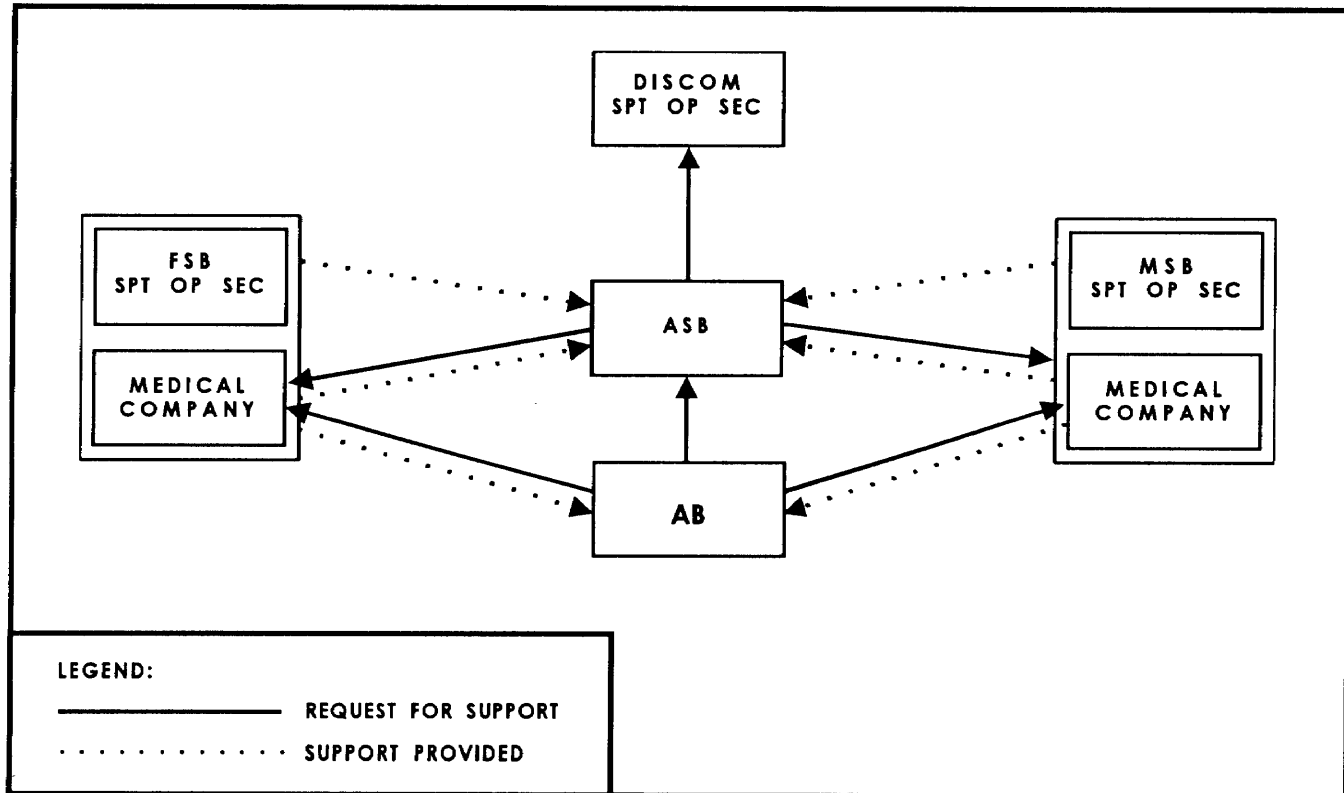


Figure 3-1. ASB relationship with AB, DISCOM, MSB, and FSB

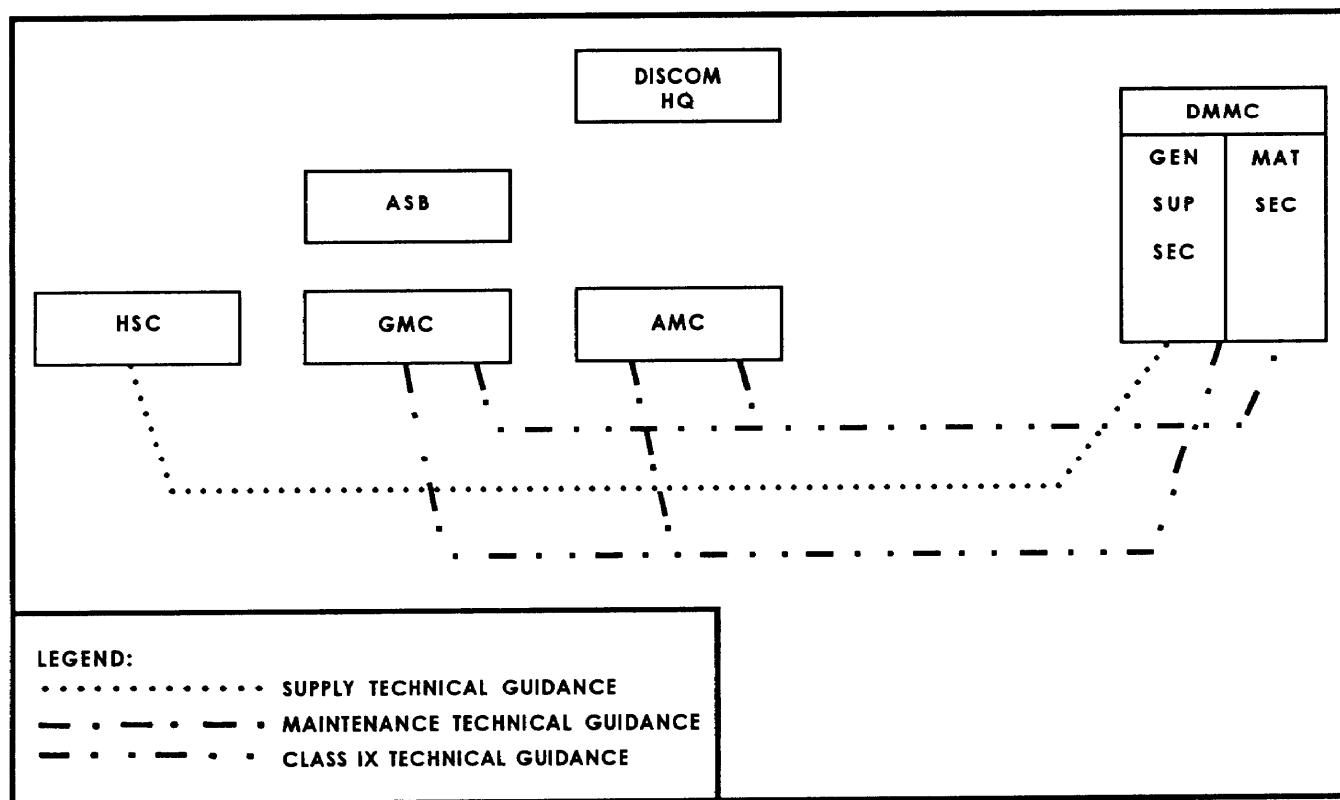


Figure 3-2. ASB-DMMC technical relationship

ASB AND SUPPORTED UNITS

The ASB provides direct support to the aviation brigade. This requires a close working relationship with the brigade commander and staff, the subordinate battalions, and other attached units. The aviation brigade commander is responsible for planning all aspects of the brigade's operations, including logistics. The brigade S4 provides the commander with logistics information and acts as the brigade logistics planner. The S4 coordinates the status of supplies and equipment with the subordinate aviation battalion XO and S4s and with representatives of other supported elements. The AB S4 writes and briefs the brigade concept of support (OPORD paragraph 4) in close coordination with the ASB commander and support operations officer. He maintains continuous contact with the ASB commander and support operations officer to track the ASB's status and capabilities. To facilitate this coordination, the aviation brigade rear CP normally locates close to the ASB

CP, and the brigade S4 has representatives at the ASB CP at all times.

The ASB deals directly with the aviation battalion S4s and AB company logistics representatives to work out the day-to-day details of logistics operations. These include specific requirements and time schedules. Figure 3-3, page 3-4 shows the relationship between the ASB, the aviation brigade, and its subordinate battalions. For routine operations, the ASB companies also develop relationships with supported unit CSS operators. The DISCOM support operations branch also coordinates with the MSB and FSB support operations sections for any required cross leveling of DISCOM assets. The CSST from the ASB accompanies the cavalry squadron. If additional CSS is required while in a BSA, the ASB coordinates to get the additional assets. General principles of task organizing described in Chapter 2 also apply.

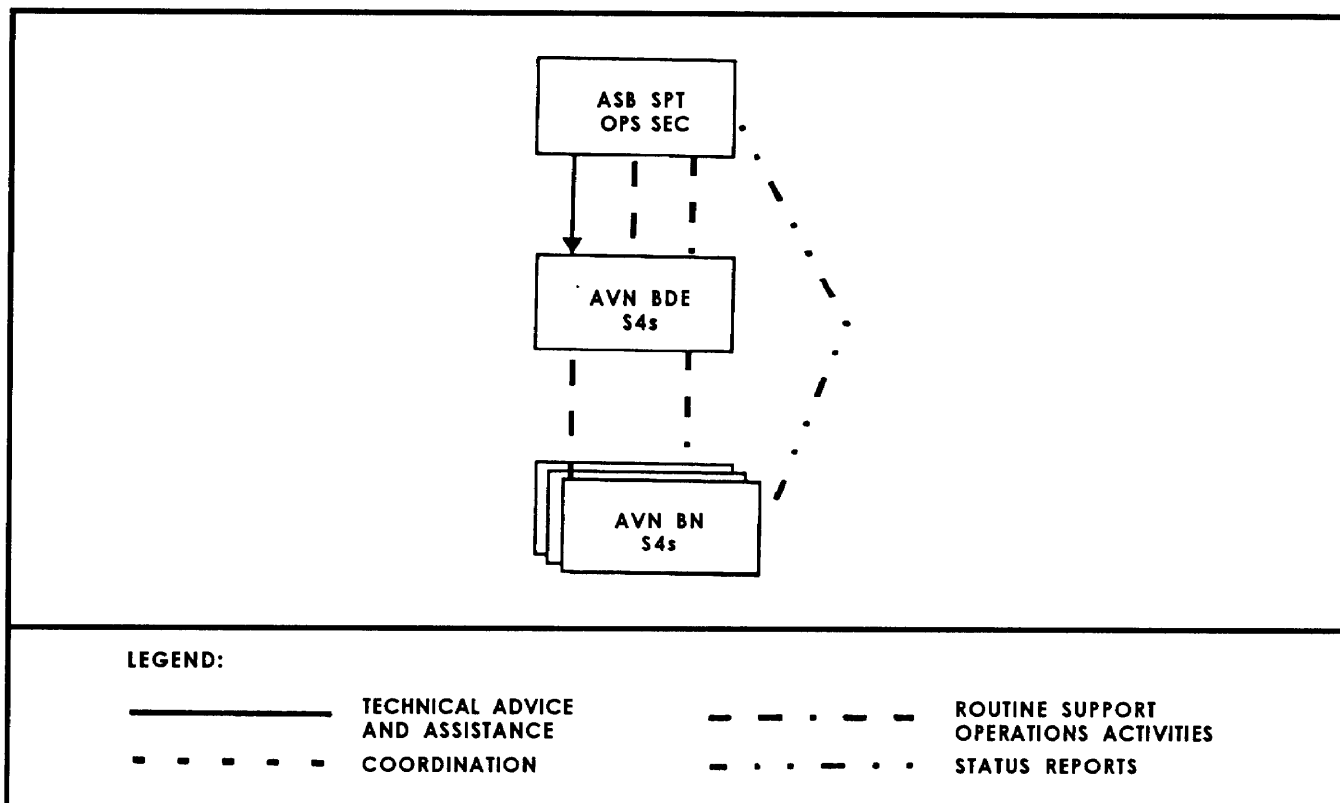


Figure 3-3. ASB relationships with supported units

ASB AND ASB COMPANIES

The ASB commander must maintain close contact with his subordinate commanders. He depends on them to provide timely information on the status of their companies. All subordinate leaders must understand the ASB commander's intent and they must exercise initiative. Frequent face-to-face discussion enhances this understanding. Though company commanders are usually in the vicinity of

the ASB CP to facilitate coordination, they must not tie themselves to one spot. They command their companies from locations where they can best assess and influence the support operation. These commanders use verbal orders, radio, visual signals, or wire among themselves, the ASB staff, their platoon leaders, and supported elements.

PROCESS

The ASB commander and staff use the command and control process outlined in FM 101-5 to make decisions and supervise the execution of orders. They are continually estimating and planning. The focus becomes more precise when the ASB receives a mission. Typically, it has already received a warning order when the commander, XO, S3, or support

operations officer attends a DISCOM or AB staff meeting. Usually the ASB commander receives planning guidance and a restated mission from the DISCOM and the AB commander. He also has the AB OPLAN/OPORD. Throughout the entire operation, he and his staff work closely with the AB S3 and S4 sections.

When the mission is received, the ASB conducts a mission analysis. The commander and staff use all the planning considerations discussed in Chapter 2. These include the supported force, ASB capabilities, and the AB commander's priorities of support. The command section identifies tasks required to accomplish the mission, restates the mission, and issues a warning order along with the commander's planning guidance to all ASB elements.

The ASB commander provides subordinate commanders and staff with planning guidance as often as required. The frequency varies with the mission, available time, tactical situation, available information, and historical data. The amount and content of the guidance also depend upon the mission. Planning guidance is used to prepare estimates and OPLANS. Therefore, the commander must be sure the nature of the guidance does not bias staff estimates. The purpose of the estimate is to provide a common start point for staff planning. Planning guidance may include—

- A restated mission.
- Specific courses of action to develop or eliminate from consideration.
- Assumptions and constraints.
- Critical required information.
- Specific considerations (such as NBC, deception, or electronic warfare [EW]).

The ASB staff provides functional area estimates as discussed in Chapter 6 and in FM 101-5. On the

basis of these estimates, the ASB commander prepares his final concept of operations. The XO then supervises preparation of the OPLAN/OPORD. The S2/S3 consolidates the input and publishes and distributes the approved OPLAN/OPORD.

The ASB command section must keep two points in mind related to the operational planning process summarized above. First, planning is continuous. It does not begin on receipt of a mission. The commander and staff are always gathering data and anticipating future requirements. When the ASB receives a mission, it takes steps to finalize all the operational details of the CSS and area security plans. Second, the command section must adjust to time constraints. Sometimes, time is the most critical factor in the planning process. In such cases, planning guidance may have to be less specific and formal. When appropriate, FRAGOs on previous orders are preferable to new orders. They save time.

After issuing the orders, the ASB commander and staff supervise their execution. The primary purpose of the staff is to assist subordinate units in executing the ASB commander's orders. Plans and orders are refined as the situation changes. Information comes back to the command section through reports and personal observations of subordinate commanders and staff. They evaluate mission progress and revise orders as required.

FACILITIES

Command and control facilities include command posts with supporting automation and communications systems. These facilities make it possible to process and transmit the information and orders necessary for effective C2. Communication is covered in Chapter 4.

C2 AUTOMATION

Automated systems throughout the DISCOM allow commanders to manage information and

optimize the use of limited resources. These systems include the automation equipment (hardware), programs (software), and personnel needed to manage information using computers.

Past automated systems provided ineffective C2 support to logistics operations. Staff estimates and plans developed manually were based on data collected through voice, message, or courier-based communications.

Information overload and parallel systems incompatibility hamper C2. There are some one-to-one interfaces between fictional systems, but there is no integration of data bases to support planning and decision making. A new command and control system that integrates logistics information is correcting this deficiency.

Command, Control, and Subordinate System Structure (CCS2)

The Army Tactical Command and Control System (ATCCS) will provide the means of interfacing the five battlefield control functions of maneuver, air defense, CSS, intelligence/EW, and fire support.

A full interactive, automated system is expected in 1995 when the objective CCS2 is realized.

NOTE: *Initial fielding began in the second quarter of FY 90.*

The CSS Control System of ATCCS will be an automated system that provides logistics, health service, and personnel command and control information. It will rapidly collect, analyze, project, and distribute this information to the maneuver commander. This allows commanders to make timely and sound tactical decisions. This information will also help CS and CSS commanders perform their command and control functions. The Combat Service Support Control System (CSSCS) retrieves data from CSS subordinate units and systems—Standard Army Management Information Systems. The CSSCS will be employed at maneuver brigade, division, corps, and echelons above corps (EAC).

NOTE: *At EAC the CSSCS will also provide C2 financial information.*

At the ASB, there will be two CSSCS devices. The CSSCS node of the ATCCS will be located in the ASB support operations section. This device will provide information to the DISCOM commander, the aviation brigade commander, and the other ATCCS nodes at brigade level. It will enable the DISCOM commander

and staff to disseminate OPLANs, orders, and inquiries to the ASB. The interface with the other CCS2 nodes (fire support, air defense, intelligence and electronic warfare [IEW], and maneuver) will permit integration of all battlefield control functions.

Another CSSCS device will be located in the aviation brigade rear CP to support the aviation brigade S1 and S4 sections. This device will enable the S1 and S4 to manage personnel and internal logistics functions. It will also provide aviation brigade personnel and logistics data to the brigade commander. Figure 3-4 depicts CSSCS in support of the aviation brigade.

Many CSS automated systems will provide information to the CSSCS. Transactions are transmitted either electronically or by magnetic media. The systems used by the ASB are discussed below.

Functional Systems

Unit-Level Logistics System —Ground. ULLS-G automates maintenance management and Class IX repair parts supply at the unit level. It interfaces with SAMS-1, SAMS-2, and SARSS-O.

Unit-Level Logistics System —Aviation. ULLS-A automates TAMMS-A and provides flexibility to aviation maintenance operations. It operates in the flight companies and produces flight packs, tracks aircraft readiness, maintains historical records, and orders repair parts. ULLS-A interfaces with SAMS-1, SAMS-2, and SARSS-O.

Unit-Level Logistics System —S4. ULLS-S4 automates unit Class II, III, IV, VII, and IX supply management. It operates in the unit supply rooms and at the battalion-level S4. ULLS-S4 interfaces with SARSS-O and CBSX.

Standard Army Maintenance System —1. SAMS-1 automates DS/GS maintenance operations and repair parts supply at the ASB. The ground maintenance company SAMS-1 interfaces with SAMS-2, SARSS-O, and ULLS.

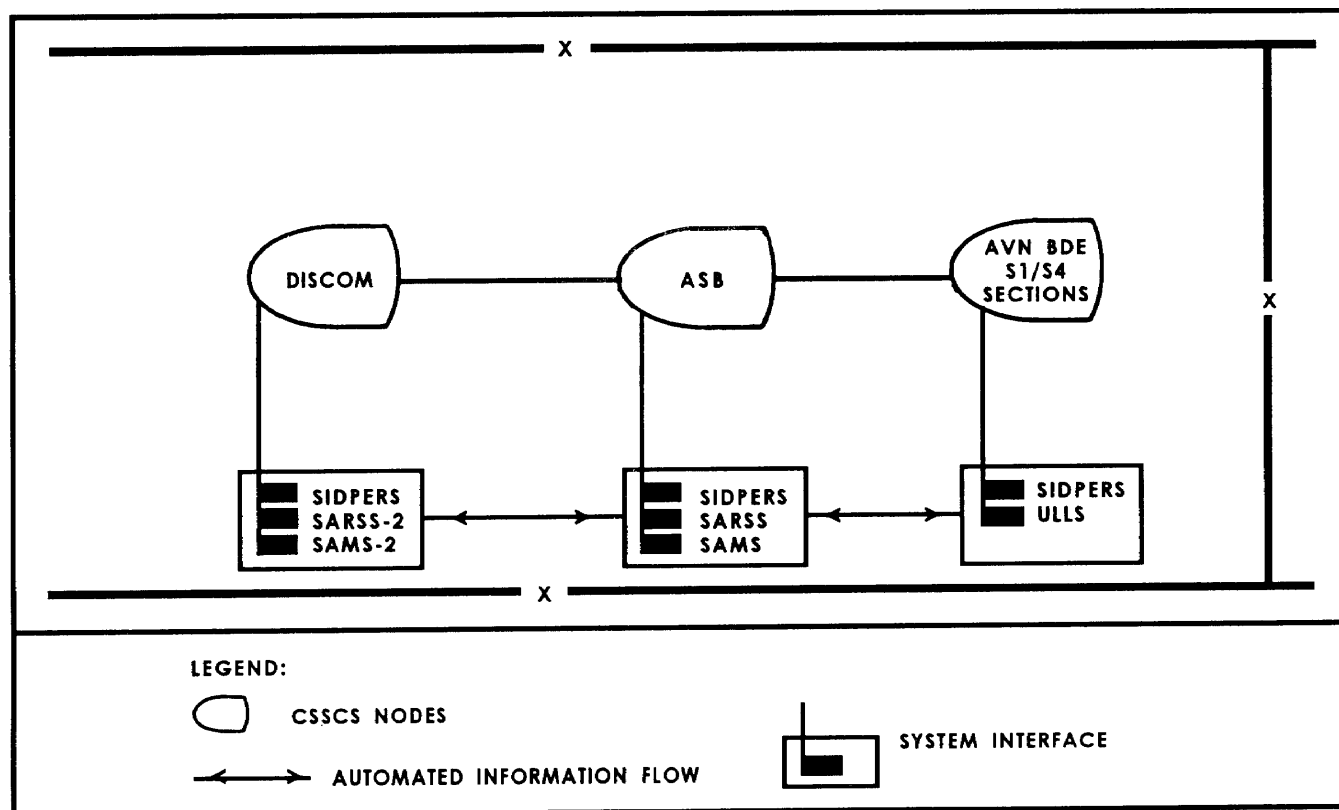


Figure 3-4. CSSCS in support of the aviation

Standard Army Maintenance System —2. SAMS-2 receives SAMS-1, ULLS-G, and ULLS-A data and provides immediate production and supply requirements to managers. It operates at the ASB, MSB, and DMMC. It gives commanders real-time equipment status.

Standard Army Retail Supply System —Objective. SARSS-O automates brigade-level and above supply support activities (SSAs). SARSS-O automates Class II, III (packaged), IV, VII, and IX supply actions. SARSS-O interfaces with ULLS, SAMS, and SARSS-2A at the DMMC. SARSS-O is the cornerstone of total asset visibility.

Standard Army Retail Supply System —2A. SARSS-2A receives asset balance reports from SARSS-O and routes unfilled requisitions to the appropriate source of supply. It also performs lateral transfers and substitute item identification and

release, and it maintains total asset visibility. In contingency operations, SARSS-O can operate in the autonomous mode without SARSS-2A support.

Standard Installation/Division Personnel System. SIDPERS automates strength accounting, assignment, organizational recordkeeping, personnel recordkeeping, and military personnel operations for the S1 section.

Tactical Army Medical Management Information System—Division. TAMMIS-D consists of two subsystems: Medical Patient Accounting and Reporting—Division (MEDPAR-D) and Medical Logistics—Division (MEDLOG-D). MEDPAR-D automates patient administration and hospital management functions. MEDLOG-D automates the medical supply and maintenance system. A major drawback to these systems is that they do not interface laterally with SIDPERS or SARRS.

Standard Army Ammunition System. SAAS automates ammunition management and distribution ArmyWide. SAAS does not interface with other automated logistics systems below division level.

Army Food Management Information System. AFMIS automates the management of Class I and some Class VI items. AFMIS does not interface with other automated logistics systems below division level.

FM 10-1 contains a more in-depth description of current automated logistics systems.

COMMAND POST

The primary C2 facility in the ASB is the command post. The AB rear CP locates near the ASB CP. Together, they support the aviation brigade. They actively track the battle to anticipate support requirements.

CPs operate continuously. Table 3-1 is an example of an ASB CP organized into two shifts. This is an example of minimum staffing only. During intense activity, all available personnel may be required for short periods. Maximum staffing cannot continue indefinitely. ASB commanders and staffs must consider the fatigue and sleep loss that occurs during combat. Fatigue caused by lack of sleep is a major source of battlefield stress. Leaders are particularly susceptible. Principles to lessen fatigue include the following:

- Develop and enforce specific sleep plans.
- Allow for at least 3 to 4 hours of sleep every 24 hours. Even at this rate, performance, especially decision-making skills, degrades in several days.
- Give priority of sleep to those whose decision making is critical to the mission.

For sleep plans to work, staffs must be cross-trained. One technique is to simplify critical tasks using aids such as specific SOPS or checklists. Adequate manning is also critical for continuous operations.

Table 3-1. ASB CP organized in two shifts

PEAK ACTIVITY	REDUCED ACTIVITY
Spt Op Officer	S2/S3 Officer
S1 Officer	S1 NCO
S2 Officer	Intelligence NCO
S4 Officer	S4 NCO
Senior Staff NCOs	Spt Op Sergeant
CE Officer	CENCO
Chemical Officer	NBC NCO

Site Selection

The ASB commander and S2/S3 coordinate with the aviation brigade S4 to select the ASB's location in the division rear. The aviation brigade S3 then approves the location. (More details are covered in Chapter 5.) Positioning of elements within the area is the responsibility of the ASB commander. The ASB S2/S3 makes the actual assignments.

Key considerations for locating the CP are—

- Proximity to adequate road networks.
- Access to clear AM, FM, and MSE communications networks. See FM 24-1 for details.
- Use of terrain to conceal the CP and to mask radio transmissions.
- Use of built-up areas to conceal equipment and to reduce thermal signatures.
- The site's ability to enhance noise and light discipline.
- Adequate space to disperse vehicles.
- Soil quality and drainage.
- Creating and maintaining a defensible perimeter.

Layout

The CP may be laid out in a number of different arrangements. Figure 3-5 shows a sample ASB CP organized in a dual-shelter configuration. The CSS mission is managed in the direct support

operations van. The communications, intelligence, and operations missions run from the S2/S3 tent. The aviation brigade rear CP locates near the ASB CP to facilitate communications and coordination.

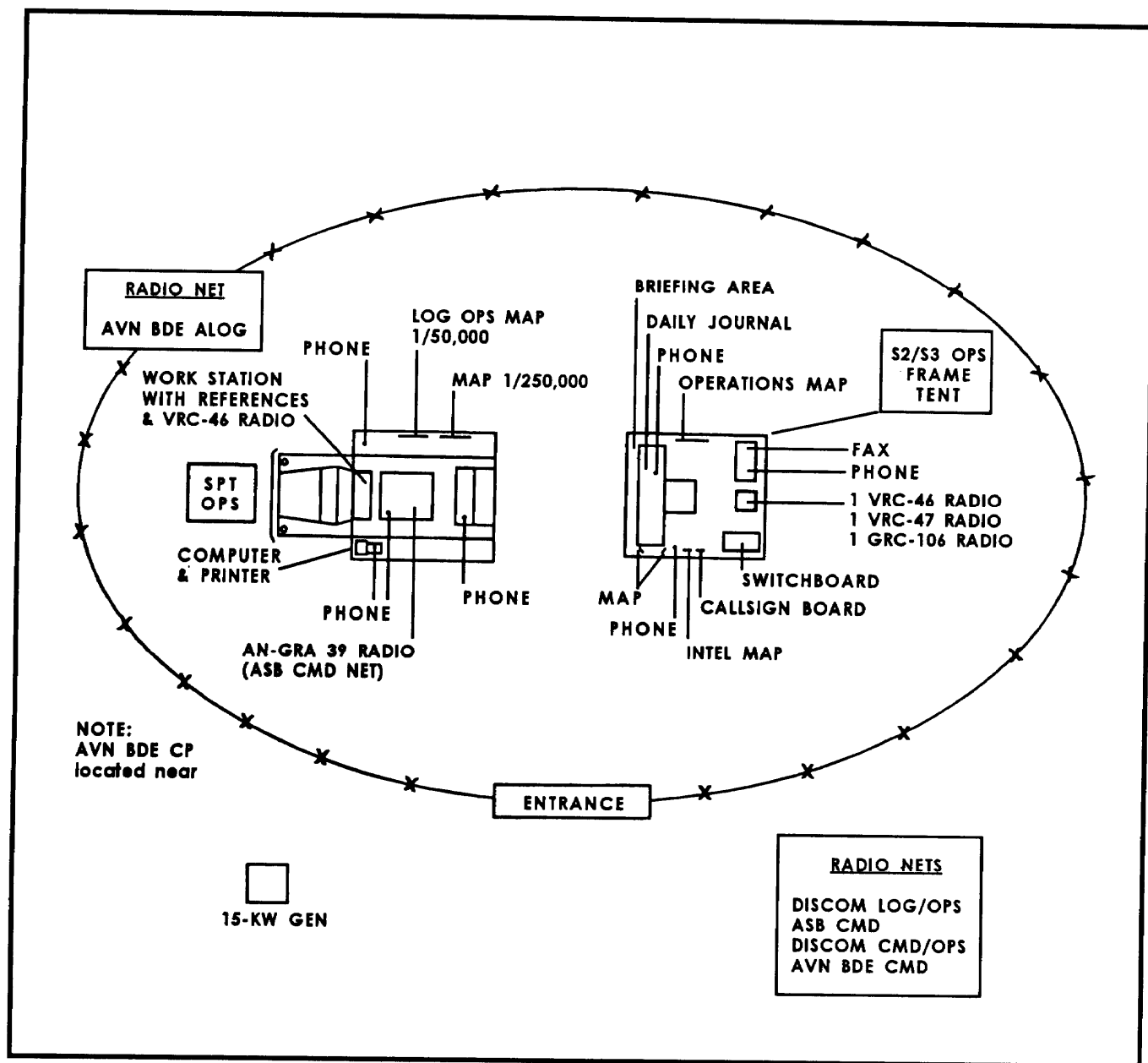


Figure 3-5. Sample ASB CP layout